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DUAL-CAREER COUPLES AND CAREER DEVELOPMENT

A Presentation

by:

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TABLE 1A. ONE-THIRD OF THE SURVEY POPULATION IS IN A DUAL-CAREER RELATIONSHIP.

		Married	Never Married	Divorced or Widowed	TOTAL
Partner with Job Need?	Yes	30%	2%	2%	34%
	No	54%	9%	3%	66%
TOTAL		84%	11%	5%	100%

TOTALS: Yes: N = 681; No: N = 1315

TABLE 1B. THE PERCENTAGE OF EACH AGE GROUP THAT IS IN IN A DUAL-CAREER RELATIONSHIP VARIES FOR THE SURVEY POPULATION, CWAE, AND COSBAE.

	39 or Younger	40 or Older	ALL AGES
Population	50%	22%	35%
CWAE	65%	65%	65%
COSBAE	41%	42%	42%

ALL AGES: Population: N = 682 CWAE: N = 64
COSBAE: N = 20

TABLE 1C. THE PERCENTAGE OF EACH GENDER THAT IS IN IN A DUAL-CAREER RELATIONSHIP VARIES FOR THE SURVEY POPULATION, CWAE, AND COSBAE.

	Male	Female	Both Genders
Population	33%	54%	35%
CWAE	0%	65%	65%
COSBAE	41%	36%	40%

BOTH GENDERS: Population: N = 682 CWAE: N = 64
COSBAE: N = 20

TABLE 2. PARTNERS OF DUAL-CAREER CWAE MEMBERS ARE MORE APT TO BE ECONOMISTS THAN ARE DUAL-CAREER PARTNERS OF THE ENTIRE SURVEY POPULATION.

Q: Was your partner an economist or agricultural economist who wanted employment?

	Yes	No	TOTAL
Population	16%	84%	100%
CWAE	34%	66%	100%

Population: N = 708 CWAE: N = 64

TABLE 3. THEIR PARTNER'S JOB MOBILITY IS A PROBLEM FOR TWO-FIFTHS OF THE SURVEY POPULATION AND THREE-FIFTHS OF CWAE MEMBERS.

Q: Has your partner's job mobility been a problem for you in fully developing your career?

	Major Problem	Minor Problem	No Problem	TOTAL
Population	13%	27%	60%	100%
CWAE	29%	34%	37%	100%

Population: N = 670 CWAE: N = 59

TABLE 4. THEIR PARTNER'S JOB MOBILITY IS A MORE SERIOUS PROBLEM FOR DUAL-CAREER COUPLES WHEN BOTH PARTNERS ARE ECONOMISTS.

Q: Has your partner's job mobility been a problem for you in fully developing your career?

		Major Problem	Minor Problem	No Problem	TOTAL
Is Your Partner An Economist?	Yes	28%	29%	42%	100%
	No	10%	26%	64%	100%

Yes: N = 109 No: N = 561

TABLE 5A. DUAL-CAREER ECONOMISTS WITH ECONOMIST PARTNERS DECLINED A HIGHER PERCENTAGE OF JOB OFFERS BECAUSE THEIR PARTNERS COULD NOT FIND WORK IN A NEW LOCATION.

Q: What percent of job offers did you decline because your partner could not find suitable work in the same locality?

		None	1%-50%	51%-99%	All	TOTAL
Is Your Partner An Economist?	Yes	68%	31%	1%	0%	100%
	No	84%	12%	3%	1%	100%

Yes: N = 100 No: N = 582

TABLE 5B. WOMEN DECLINED A HIGHER PERCENTAGE OF JOB OFFERS BECAUSE THEIR PARTNERS COULD NOT FIND WORK IN A NEW LOCATION.

Q: What percent of job offers did you decline because your partner could not find suitable work in the same locality?

	None	1%-50%	51%-99%	All	TOTAL
Male	85%	12%	3%	0%	100%
Female	72%	21%	4%	2%	100%

Male: N = 582 Female: N = 100

TABLE 6A. EMPLOYERS ARE MORE LIKELY TO HELP A CANDIDATE'S PARTNER FIND A JOB IF THE PARTNER IS AN ECONOMIST.

Q: What percent of prospective employers assisted or offered to assist your partner by setting up interviews or suggesting firms to contact?

		None	1%-50%	51%-99%	All	TOTAL
Is Your Partner An Economist?	Yes	38%	19%	13%	30%	100%
	No	76%	12%	1%	12%	100%

Yes: N = 100 No: N = 582

TABLE 6B. EMPLOYERS SEEM SOMEWHAT MORE WILLING TO HELP A MALE CANDIDATE'S PARTNER FIND A JOB.

Q: What percent of prospective employers assisted or offered to assist your partner by setting up interviews or suggesting firms to contact?

	None	1%-50%	51%-99%	All	TOTAL
Male	70%	12%	3%	15%	100%
Female	72%	19%	1%	7%	100%

Male: N = 588 Female: N = 94

TABLE 7A. DUAL-ECONOMIST COUPLES USE DIFFERENT STRATEGIES IN DECIDING WHERE TO LOCATE THAN COUPLES IN WHICH ONLY ONE PARTNER IS AN ECONOMIST.

RANKING OF STRATEGIES

SURVEY POPULATION	
Both Partners are Economists	Only One Partner is an Economist
1. Arbitrary.....25% 1. Other.....25% 3. Take turns.....17% 4. Most difficult search ..15% 5. Highest current salary..10%	1. Highest current salary..24% 2. Large city.....21% 3. Most education.....16% 4. Highest pot. salary.....15% 5. Arbitrary.....10%
N = 175	N = 971

TABLE 7B.

COMMITTEE ON WOMEN IN AGRICULTURAL ECONOMICS	
Both Partners are Economists	Only One Partner is an Economist
1. Large city.....31% 3. Arbitrary.....13% 3. Other.....13% 3. Take turns.....13% 3. Highest current salary..13%	1. Large city.....23% 2. Most difficult search...21% 3. Highest current salary..15% 4. Take turns.....14% 5. Most education.....9%
N = 32	N = 80

TABLE 7C.

COMMITTEE ON THE STATUS OF BLACKS IN AGRICULTURAL ECONOMICS	
Both Partners are Economists	Only One Partner is an Economist
	1. Highest current salary...27% 1. Highest pot. salary.....18% 3. Large city.....18% 4. Arbitrary..... 9% 4. Most education..... 9%
N = 0	N = 33

TABLE 8A. A PARTNER'S NEGATIVE ATTITUDE IS NOT A MAJOR CAREER PROBLEM FOR MOST OF THE SURVEY POPULATION.

Q: Has a negative attitude on the part of your partner been a problem for you in fully developing your career?

		Major Problem	Minor Problem	No Problem	TOTAL
Partner in Job Market	Economist	1%	13%	86%	100%
	Non-economist	3%	16%	82%	100%
Partner Not in Job Market		0%	11%	89%	100%

Row 1: N = 109

Row 2: N = 558

Row 3: N = 1045

TABLE 8B. A PARTNER'S NEGATIVE ATTITUDE IS NOT A MAJOR CAREER PROBLEM FOR MOST OF THE SURVEY POPULATION.

Q: Has a negative attitude on the part of your partner been a problem for you in fully developing your career?

	Major Problem	Minor Problem	No Problem	TOTAL
Male	1%	13%	86%	100%
Female	2%	10%	88%	100%

Male: N = 1609

Female: N = 104

TABLE 9A. DUAL-CAREER COUPLES INDICATED THAT THE TIME REQUIRED TO MEET HOUSEHOLD RESPONSIBILITIES IS A CAREER DEVELOPMENT PROBLEM.

Q: Has the amount of time required to meet household responsibilities been a problem for you in fully developing your career?

		Major Problem	Minor Problem	No Problem	TOTAL
Partner in Job Market	Yes	15%	40%	46%	100%
	No	3%	15%	83%	100%

Yes: N = 667

No: N = 1121

TABLE 10. THE TIME REQUIRED TO MEET HOUSEHOLD RESPONSIBILITIES IS MORE OF A CAREER DEVELOPMENT PROBLEM FOR WOMEN THAN FOR MEN.

Q: Has the amount of time required to meet household responsibilities been a problem for you in fully developing your career?

	Major Problem	Minor Problem	No Problem	TOTAL
Male	7%	22%	70%	100%
Female	6%	40%	54%	100%

Male: N = 1601

Female: N = 148

A SUMMARY OF SELECTED DUAL-CAREER READINGS

"Targeting the Top." American Demographics. August 1987. p. 16.

Find/SVP, a New York-based research company, examined the 1987 distribution of dual-career earnings. They found that:

- About 19% of dual-earner families have incomes of \$50,000 or more per year.
- The median income of working women who are married to men earning \$35,000 and up is only \$10,500.
- Dual-earner households in which the husband earns at least \$35,000 and the wife earns at least \$25,000 are only 1.5% of all married couples and 0.9% of all households.
- The number of dual-earners among the very affluent is relatively low:

<u>Yearly Household Income</u>	<u>Share of Households with Dual-Earners</u>
\$50,000 - 100,000	50%
\$100,000 - 150,000	40%
> \$150,000	33%

"It's in the Timing." American Demographics. December 1987.
p. 18.

Paul W. Kingston and Steven L. Nock, writing in the June 1987 issue of the American Sociological Review, indicate that dual-earner couples (not unexpectedly) spend less time together than single-earner couples:

- Dual-earner couples average 3.2 waking hours together each day; single-earner couples spend 3.8 hours together.
- Both husbands and wives in single-earner couples say they talk to each other about 19 minutes a day. But dual-earners say they talk only about 12 minutes a day.
- Dual-earner couples spend 36 minutes a day together cooking, cleaning, paying bills, shopping, and doing other household activities. Single-earner couples spend 51 minutes on these activities each day.
- The authors conclude that, "frequently needing two incomes to maintain a satisfying lifestyle, spouses may increasingly depend on having economic partners, but lack time to sustain each other emotionally."

Cary L. Cooper. "Corporate Policies and Working Couples."
Journal of General Management. 12 (Spring 1987): 52-57.

- In 1980, 49% of all married US women were working, as were 43% of women with children under age six. In 1960, the comparable figures were 31% and 19%, respectively. Only 7% of US families today are made up of a working husband, a homemaker wife, and two children.
- A Merrill Lynch survey of 607 US corporations indicates that firms are often trying to ease the burden of career moves, particularly for spouses employed in traditional areas:
 - Fifty-three percent of the firms surveyed offered some type of job-finding assistance to the spouses of relocated employees. Thirty-eight percent prepared resumes, 56% provided career counselling, and 35% tried to find them jobs with their own firm.
- Relocation is stressful regardless of whether or not the spouse is employed in the job market. Children often must change schools in the middle of the school year. Spouses often stay behind to finalize the house sale, and to wait until school is over. The author notes several policies to ease relocation stress:
 - Firms must allow employees the 'right of refusal' on location moves without having it damage their career.
 - Promotions shouldn't be based on willingness to move.
 - If employees accept a job relocation, job-finding assistance should be provided for spouses.
 - Firms should question the underlying assumption that 'frequent company moves develop people.'
- The author also suggests policies to accommodate couples with children (which are particularly helpful if both couples work):
 - Career breaks: allowing employees to take a break for child-rearing, guaranteeing return at the same level
 - Flextime: fewer days worked per 40-hour week. Many companies allow 4-day weeks, and some have moved to a 3-day week. Over 3 million US workers have access to flextime in 1987.
 - Flexlife: employers and employees mutually agree on what needs to be done over several weeks, months, or even a year. Control is left to the employee to manage his/her time to achieve the agreed objectives.

- Part-time work is the growing solution for dual career couples who need more time for their children. Of 1,600 American Management Association members surveyed in 1986, 29% offered part-time options to professionals. But only 12% allowed supervisors to work part-time.
- Many employers indicate that they benefit in several ways from hiring part-time workers. By employing part-timers, they can:
 - Retain valuable workers: Employers can save hiring and training costs and better maintain continuity by approving a temporarily-reduced work schedule.
 - Increase productivity: Part-time professionals often feel pressure to complete a full-time workload on reduced hours and pay.
 - Attain greater flexibility in work assignments: In a time of crisis, part-time workers often agree to work extended hours.
 - Upgrade employee skills: Part-time schedules allow workers to update skills through education.
 - Match skills to job: Employers can use consultants for one-time projects, for as long as necessary.
- The use of flextime for both full-time and part-time workers is increasing. Of 308 companies surveyed by the Administrative Management Society in 1985, 28% used flextime. Those surveyed were asked about the costs and benefits of using flextime. Their responses, in order of importance, include:

Advantages

Disadvantages

- | | |
|---|--|
| 1. Improves employee morale. | 1. Lack of supervision during all work hours. |
| 2. Helps working parents. | 2. Key people may be gone at certain times. |
| 3. Fewer traffic problems. | 3. Understaffing at times. |
| 4. Increases productivity. | 4. Accommodating workers whose output is input for others. |
| 5. Decreases tardiness. | 5. Inability to conveniently schedule meetings. |
| 6. Helps those who like to work early in the morning. | 6. Employee abuse of program. |
| 7. Facilitates scheduling of medical appointments. | 7. Keeping track of hours can be a problem. |

Patricia M. Fernberg. "Kidding Aside: Parent Assistance is Better Business." Modern Office Technology. April 1988, pp. 66-68.

- According to Dr. Kathryn Perry, an expert in early childhood education, families have had to increase their total family income to just maintain their standard of living:

"In two-parent families, inflation-adjusted income dropped 3.1% between 1973 and 1984. If mothers had not increased their earnings during that period, family income would have dropped by 9.5 %."

Conclusion: No wonder mothers are working.

- The March 1986 Harvard Business Review indicates that 50% of mothers with young children work outside the home--a number that could easily reach 75% by 1990. Over one-third of all school-age children come home to empty houses.
- Other important childcare statistics include:
 - 80% of all working women are of childbearing age--and 90% of them will become pregnant;
 - The extra cost to an employer for working parent employees over non-parent employees is only 3%;
 - Two percent of the nation's established companies with 10 or more employees sponsor daycare. An added three percent provide financial support or assistance;
 - Working mothers lost an average of 12 days per year related to childcare.
- Some of the childcare services offered by employers include:
 - Listings of childcare providers in the community;
 - 'Flexible benefits' that allow workers to use money saved by not joining a dental program, for instance, for childcare;
 - Referral services for infant care, sick childcare, and summer camp;
 - 'Discretionary' days off and flextime;
 - On-site daycare or subsidized off-site daycare.
- Employers can benefit from a childcare program in several ways:
 - improved worker productivity and attendance;
 - a good image in the community;
 - heightened employee morale;
 - improved recruiting and retention of employees.

 Fabian Linden. "Women's Work is Almost Never Done." Across the Board. June 1987. pp. 5-6.

- According to a study of 5,000 households conducted by National Family Opinion, Inc. in 1986, housekeeping chores are primarily the woman's responsibility.
- Even in dual-earner families, men do not frequently help with housework. Women are more apt to do traditionally male chores:

 Women in Two-Earner Families

Household Chore	Almost Always	Often	Sometimes	Rarely or Never
	percent			
Prepare taxes	28.6	5.5	8.9	57.0
Take out trash	22.2	25.3	29.1	23.4
Do minor household repairs	8.7	10.6	36.6	44.0
Paint or put up wallpaper	23.1	12.8	25.5	38.5
Arrange for car repairs	12.7	13.3	26.2	47.7

 Men in Two-Earner Families

Household Chore	Almost Always	Often	Sometimes	Rarely or Never
	percent			
Wash the dishes	5.5	24.3	32.5	37.7
Cook	5.0	20.0	38.5	36.5
Do the laundry	3.9	13.7	23.4	59.0
Clean the house	3.4	18.5	41.2	36.9
Shop for food	12.2	15.9	33.7	38.2

Susan S. Stautberg. "Status Report: The Corporation and Trends
in Family Issues. Human Resource Management. Summer 1987.
pp. 277-290.

A number of corporations sponsor childcare programs, including:

- On-site day care: Campbell Soup operates a facility at their NJ headquarters, subsidizing 50% of child care fees. Both Merck and Corning Glass have similar programs. There are drawbacks to such a program, however. These centers are expensive to operate; they can cause resentment from employees who do not use them; parents seem wary of institutional care; and some parents prefer to have their children closer to home.
- Open day care options: Parents receive financial aid from the employer and can choose their care systems themselves. Baxter Travenol Labs has such a program.
- Childcare agency sponsorship: Some firms sponsor agencies that help childcare workers get licensed and set up information services describing their availability. BankAmerica has such a program.
- Flexible benefits: Enable employees to select from different benefit options. Chemical Bank, for instance, allows workers to subtract up to \$5,000 from their salary (not subject to taxes) for childcare.
- Seminars for working parents: A Philadelphia bank sponsored a program that included such topics as: child care; coping with routine separations; and fostering self esteem in children.

• Parental leave policies and benefits in the US lag far behind those in Europe:

- Sweden pays the employee 90% of her salary for the first 9 months of leave, followed by \$150/month for 3 months; an added 6 months of unpaid leave, with job guarantee, may then be taken.
- France will pay 90% of a woman's full salary for the first 4 months of leave, and large companies allow 2 years of unpaid leave with job guarantee.

• Only a few US companies have "relatively liberal" policies:

- Time, Inc. allows workers to take up to 1 year of unpaid leave after birth, and tries to find spots for them when they return. AT&T allows both mother and father to take up to a year of unpaid leave between them, but their jobs are guaranteed for only 6 months of that time.

ADDITIONAL READINGS

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